



# Leading & Planning in Changing Times

Virginia Department of Education  
Special Education Directors  
Academy

June 7, 2017



# Senioritis



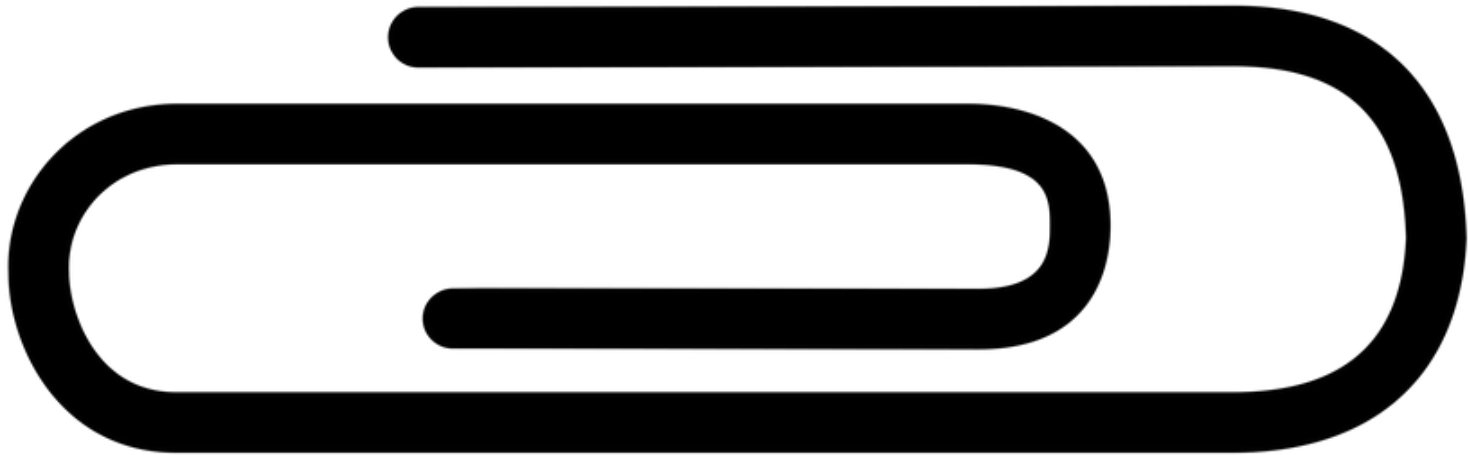
sen·ior·i·tis

/sēnyə' rītis/

DEFINITION: a supposed affliction of students in their final year of high school or college, characterized by a decline in motivation or performance.

HOW WOULD YOU USE THAT IN A SENTENCE?: "I will be fully engaged during the **Leading and Planning in Changing Times** workshop and not let my motivation or performance level suffer from my senioritis"

# The problem with paperclips



# Objectives

**At the conclusion of this session, participants will be able to:**

- Focus on things that matter most through strategic thinking, planning and actions
- Apply a no hype, no fluff planning methodology that makes sense
- Be able to ***tell your story*** in words, pictures and numbers
- Apply basic change management principles that engage others and facilitate implementation of plans

# Strategic planning



# 2 Minutes



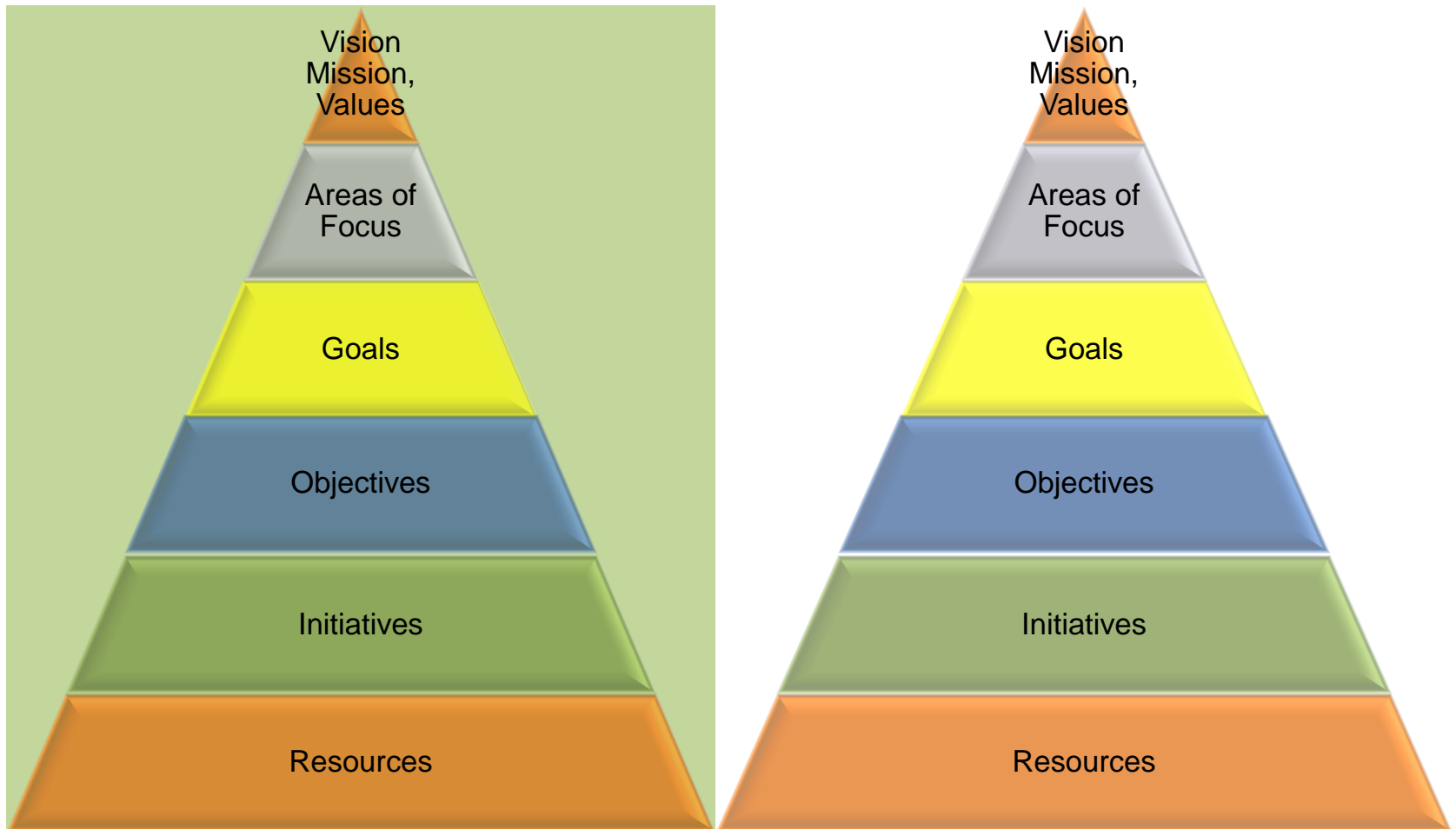
**BIGGEST  
CHALLENGE #1**

**BIGGEST  
CHALLENGE #2**

# Strategic Planning Methodology



# Two Plans





# Vision vs Mission

**VISION:** A word picture of the future you hope to create or influence

A hungry free America

**MISSION:** Purpose, fundamental reason for existence

To feed America's hungry through a nationwide network of member food banks and engage our country in the fight to end hunger

# VISION: Definition & Means for evaluation



**Definition:** A word picture of the future you hope to create or influence

## **Means for evaluation:**

- Is it clear and concise?
- Is it future focused?
- Is it compelling?
- Do you understand it?
- Will others understand it?

# VISION: Post Cards from the Future



**TO: The Present**

**FROM: The Future**

**Arrived in the future yesterday  
and you would not believe how  
the work we did back in the  
present is paying off! When I  
look around I see.....  
(results)**

# Examples of vision statements



1. A computer on every desk and in every home
2. Every person and every organization on the planet is empowered to achieve more
3. Crush Adidas
4. A hungry free America
5. A world where everyone has a decent place to live
6. A humane community in which all animals are treated with respect and kindness

# Foster Care Vision

Vision Statement:

- Is it clear and concise?
- Is it future focused?
- Is it compelling?
- Do you understand it?
- Will others understand it?



# Vision

Word Picture of the future to create or influence

Virginia Department of Education	Your vision
<p>The vision of the Virginia Department of Education, in collaboration with: The Governor; The Secretary of Education; The General Assembly; The Virginia Board of Education; Local School Boards; Education Stakeholders and Parents; is to <b>create an EXCELLENT system of public education that prepares EVERY VIRGINIA STUDENT for success</b></p>	

# MISSION: Definition & Means for evaluation



**Definition:** Purpose, fundamental reason for existence

## **Means for evaluation:**

- Is it clear and concise?
- Does it simply describe the fundamental reason for existence?
- Do you understand it?
- Will others understand it?

# Examples of mission statements



1. Spreading ideas
2. To create content that educates, informs and inspires
3. Lift the spirits of America's troops and their families
4. To feed America's hungry through a nationwide network of member food banks and engage our country in the fight to end hunger



# Foster Care Mission

## Mission Statement:

HELPFUL TECHNIQUE:

We provide \_\_\_\_\_ to \_\_\_\_\_  
in order to \_\_\_\_\_

- Is it clear and concise?
- Does it simply describe the fundamental reason for existence?
- Do you understand it?
- Will others understand it?



# Mission

## US Department of Education

ED's mission is to promote student achievement and preparation for global competitiveness by fostering educational excellence and ensuring equal

## Virginia Department of Education

The mission of the Department of Education is to lead and facilitate the development and implementation of a quality public education system that meets the needs of students and assists them in becoming educated, productive, and

## Your Mission

# Values



**Definition:** Guiding principles that govern behavior and the way we do business

## **Means for evaluation:**

- Few in number 3-5
- Clear and understandable
- Able to 'experience' if they are demonstrated *or not*

# Two Views on Values

- Safety
- Courtesy
- Show

- Be *Happy*...make eye contact and smile!
- Be like *Sneezy*...great and welcome each and every guest. Spread the spirit of Hospitality...It's contagious!
- Don't be *Bashful*...seek out Guest contact.
- Be like *Doc*...provide immediate service recovery.
- Don't be *Grumpy*...always display appropriate body language.
- Be like *Sleepy*...create DREAMS and preserve the "MAGICAL" Guest experience.
- Don't be *Dopey*...thank each and every Guest!

# Strategic Planning Methodology



Areas of  
Focus

# Identify top 3 Areas of Focus



Foster Care

- 1.
- 2.
- 3.

YOUR AREAS  
OF FOCUS

- 1.
- 2.
- 3.

# Strategic Planning Methodology



# Goals & Means for Evaluation



Goals

**Definition:** Broad statements of measurable outcome to be achieved on behalf of customers

## **Means for evaluation:**

- Is there a manageable number?
- Do they articulate the outcomes or results to be achieved?
- Will they cause the organization to stretch?
- Are they measurable?



# Examples of Goals



Organization	Goals
Public Safety	Safety and security Emergency preparedness
Technology	Increased efficiencies Information security

# Foster Care Goals



Organization	Goals
Foster Care Goals (2-3)	

**Your Goals**

# Telling your story with words and numbers



# Outcome Measures

Goals & Measures

Organization	Goals	Outcome Measures
Public Safety	<ul style="list-style-type: none"><li>• Safety and security</li><li>• Emergency preparedness</li></ul>	

# The important story behind the measures

<b>GOAL</b>	<b>As measured by.....</b>
Healthy Communities	

# What's the story?

**GOAL**

**As measured  
by.....**

Healthy  
Community

# of amenities

Attendance at HOA  
meetings

Goals

# What's the story?

**GOAL**

**As measured  
by.....**

Healthy  
Community

Code violations

Home ownership/  
rentals

Goals

# Identify outcome measures

Organization	Goals	Outcome Measures
Foster Care	(complete for at least 1 goal)	2-3 measures per goal

Identify measures for at least 1 of your goals

32



# Strategic Planning Methodology



# Objectives & Means for Evaluation



Objectives

**Definition:** Statements of what you must do well or barriers to overcome in order to achieve the goal

## **Means for evaluation:**

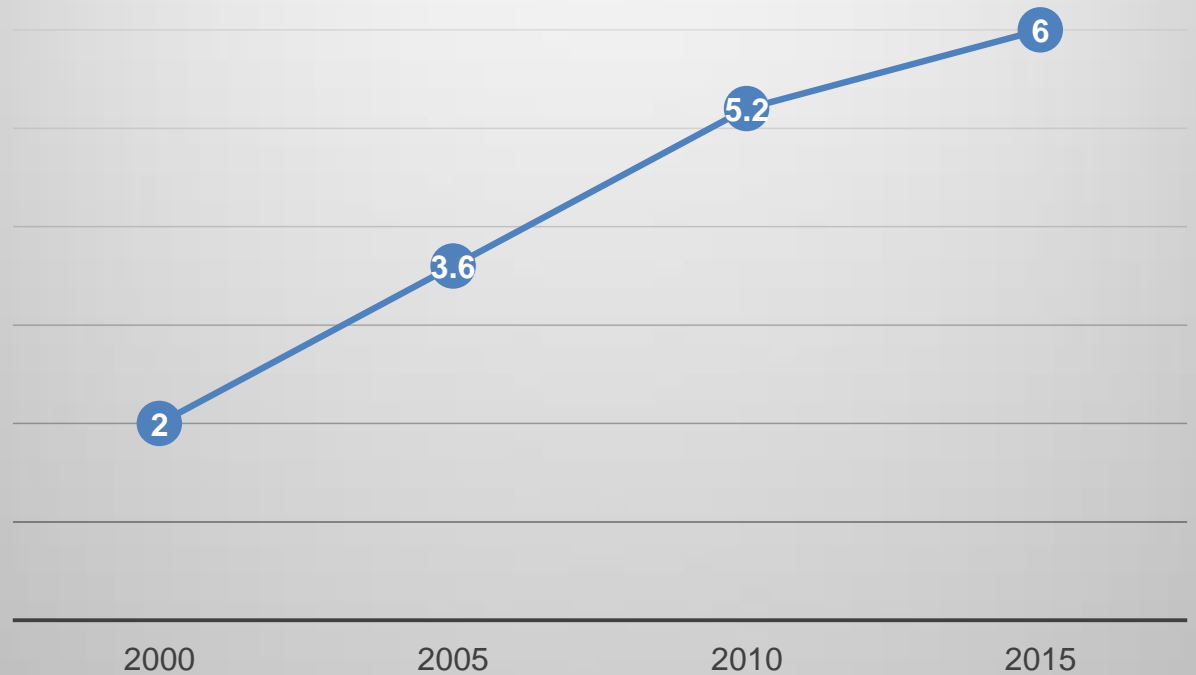
- Is the number manageable?
- Are they grounded in reality?
- Will they serve as a filter in identifying initiatives?
- Can each objective support more than one initiative?
- Are they measurable?

# Example: Foster Care

Goal	Objectives
<p data-bbox="112 462 871 615">Safe, stable homes for at-risk children</p> <p data-bbox="112 696 807 762"><b>Outcome Measures</b></p> <ul data-bbox="112 862 909 1305" style="list-style-type: none"><li data-bbox="112 862 774 1072">• % of children experiencing abuse while in Foster Care</li><li data-bbox="112 1090 909 1305">• Avg # of placements per child within a 12 month period of time</li></ul>	

# SAFE

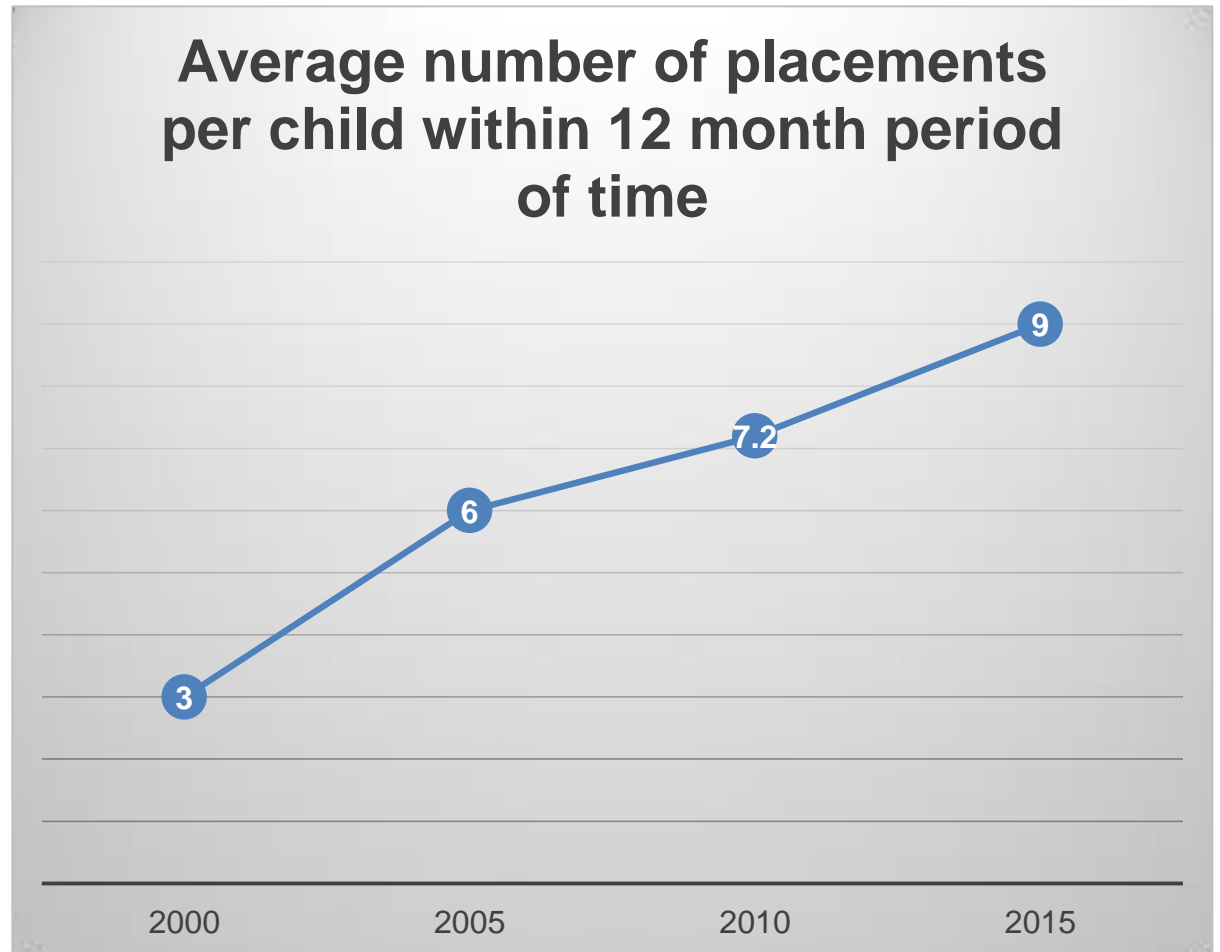
**% of Children Experiencing Abuse  
While in Foster Care**



# STABLE



**Average number of placements  
per child within 12 month period  
of time**

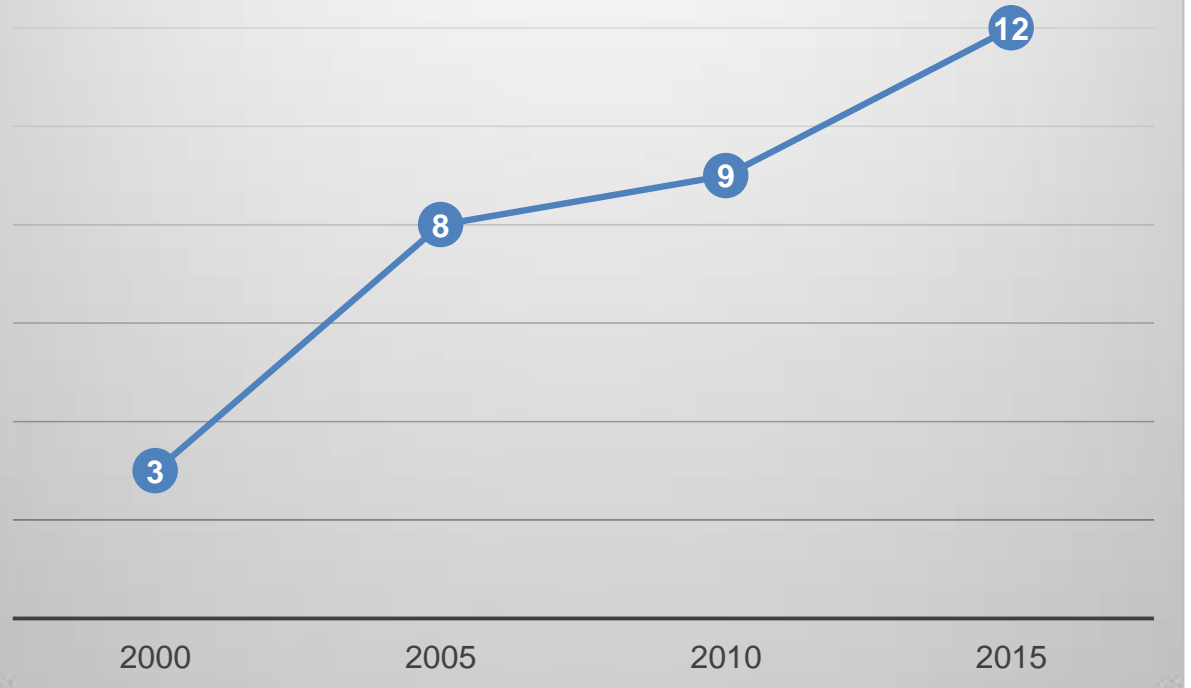






# AT-RISK CHILDREN

Average Age of Those In Foster Care





What I  
ordered



What I got




How does  
The story  
Change?





# Objectives

Goal	Objectives
<p>Safe Stable Homes for At Risk Children</p> <p>Outcome Measures:</p> <ul style="list-style-type: none"><li>• Avg # of placements per child within a 12 month period of time</li><li>• CAN violations while in foster care</li></ul>	<p>Obj 1:</p> <p>Obj 2:</p> 

# Foster Care Objectives

- Take one goal and its outcome measures
- *Make-up* a story told by outcome measures –  
**e.g. Length of time in Foster Care has increased 30% in the last 4 years and the number of cases has risen 32% over the same time period**
- Create the rest of the story – what other data did you look at and what did it tell you? e.g. We looked at F.C. staff turnover / vacancy rate and it was X; we look at the number of ready families and it was Y
- Write 2 objectives

# Your objectives

Defined: Statements of what you must do well or barriers to overcome in order to achieve the goal

# Your reality

**BIGGEST CHALLENGES = FILTER**



Objectives

# Objectives

Objectives

Goal	Objectives
YOUR GOALS (Select 1)	Develop 2-3 objectives

BIGGEST CHALLENGES = FILTER

# Strategic Planning Methodology



# Initiatives

Defined: Specific action (things that can be done) that when done will influence the objectives and impact the goal

Programs, projects, processes



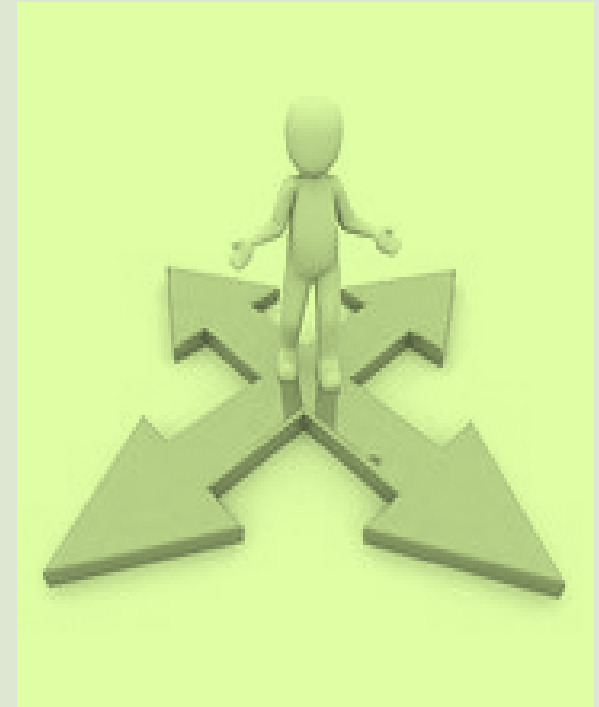
Initiatives

Goal	Objectives	Initiatives
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Safe Stable Homes for At Risk Kids

Outcome Measures:

- Avg # of placements per child within a 12 month period of time
- CAN violations while in foster care



Initiatives

Goal	Objectives	Initiatives
Your Goal	Your Objectives	What will you do? 

Initiatives



# Plenty! – Initiatives FY 2017-2020

**Mission:** Plenty! nourishes community and preserves Floyd County traditions by encouraging neighbors to grow and share food while enlivening the greater conversation about sustainable food practices

**Vision:** No one in Floyd County will be lonesome, isolated or suffer from food insecurities

**Values:** We value freshness in produce and program; Generosity in giving and receiving; Welcoming each and every person; Preserving Floyd County's land and culture



## Goal 1: Access to healthy food for all

- 1A Create systems of dissemination to individuals and families who are food insecure
- **1B Create a proactive, on-going and diverse plan to collect and grow healthy foods**
- 1C Create opportunities to educate and practice healthy food use



## Goal 2: Preserve the tradition of neighbors helping neighbors

- **2A Identify and work collaboratively w/organizations where missions align in order to expand services**
- 2B Develop and deploy a business sponsorship program
- 2C Host and organize community-building events



## Goal 3: A community deeply invested in Plenty!

- 3A Develop and use a data collection system for analyzing and reporting meaningful information
- **3B Create branded marketing collateral that illustrates Plenty!'s compelling message**
- 3C Create a 12-month marketing calendar



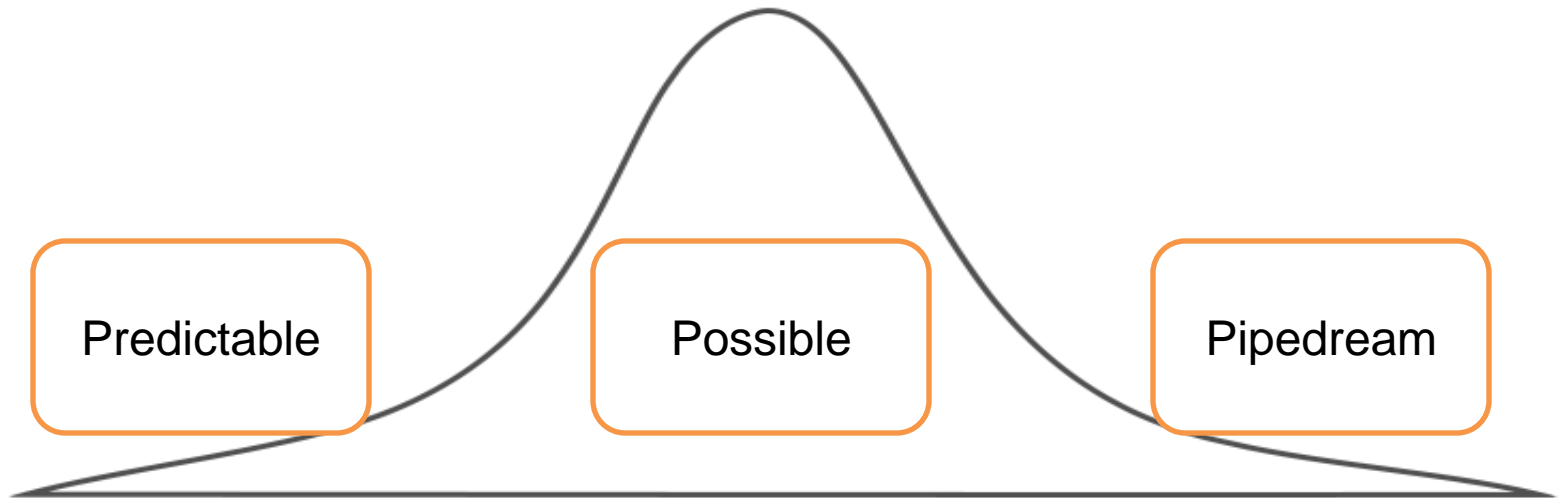
## Goal 4: A well-run, values-based organization

- 4A Define and operationalize values
- 4B Create a comprehensive, diverse development plan and review annually
- **4C Create governance documents and procedures**
- 4D Develop processes for attracting and retaining employees, volunteers and board members

# Strategic Planning Methodology



# Resources



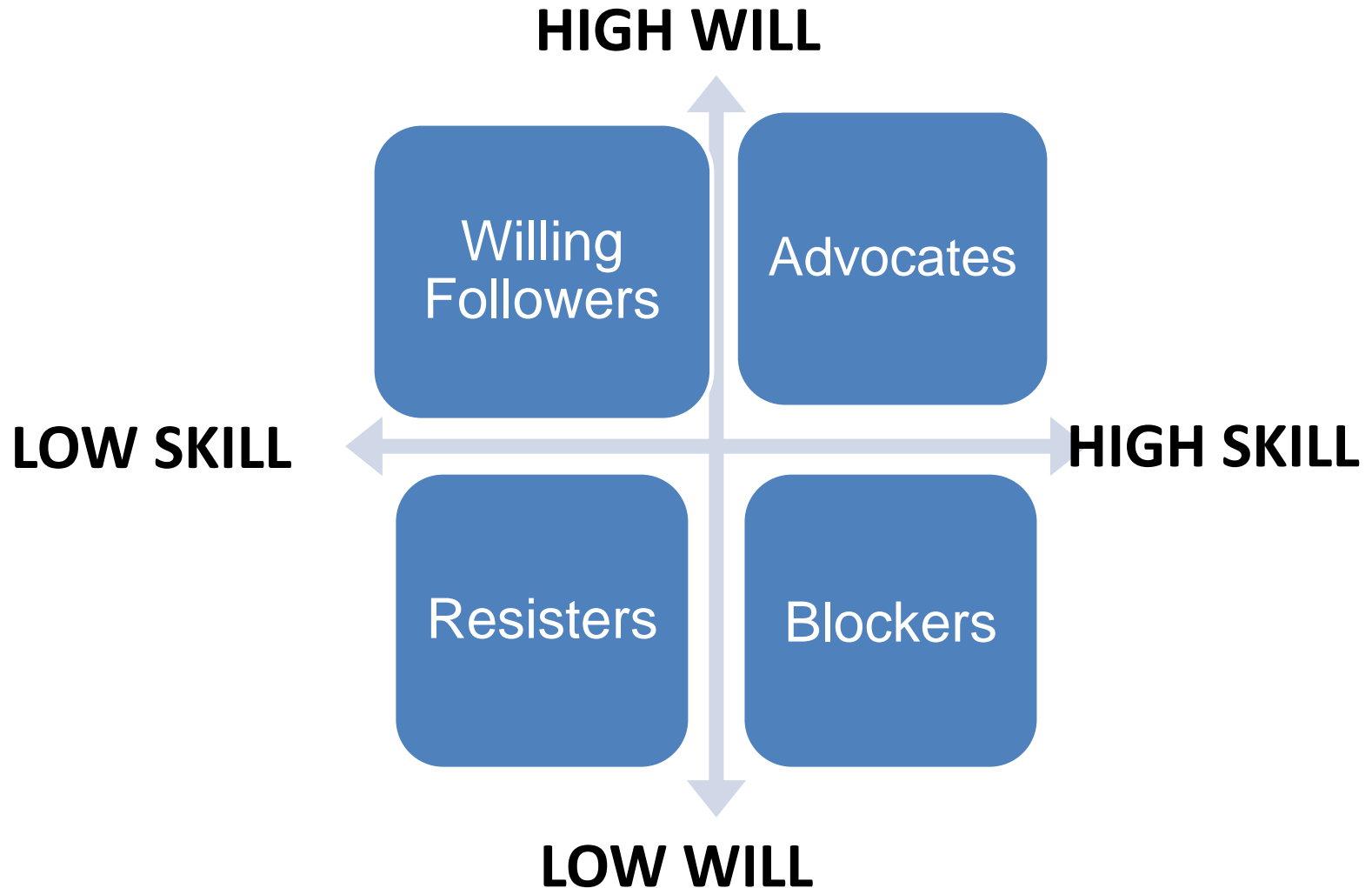
# The Golden Circle



People don't buy what you do, they buy why you do it.

Simon Sinek

# The Skill Will Matrix



# Maturity Model



# That's a wrap

